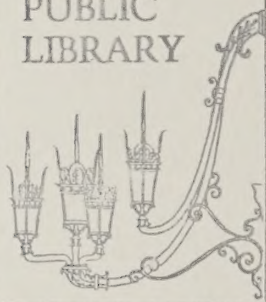


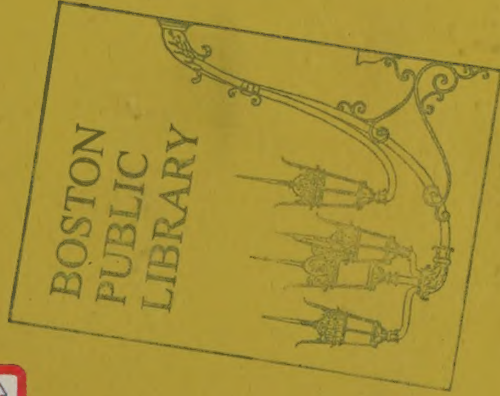
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TERMINAL AREA DEVELOPMENT, BOSTON

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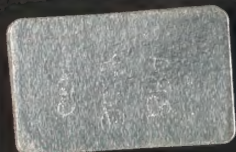
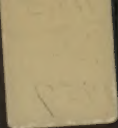
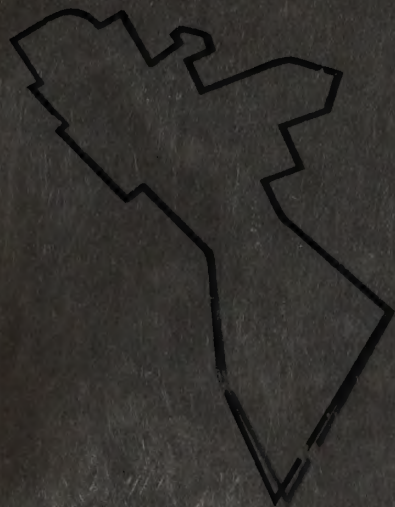
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A Report to the Citizens Working Committee Appointed by Mayor Hynes

B O S T O N
T E R M I N A L A R E A D E V E L O P M E N T

a

I. M. PEI & ASSOCIATES, ARCHITECTS

WEBB & KNAPP

project

FIRST EDITION DECEMBER 1956
SECOND EDITION JANUARY 1957

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PROPOSED TURNPIKE EXTENSION
(in B & A Mainline Right-of-Way)

COVERED SECTION OF TURNPIKE

EXPRESSWAYS - Existing & under
construction

SUBSURFACE ROADWAYS

FUTURE EXPRESSWAYS

TERMINAL AREA DEVELOPMENT

WEBB & KNAPP, INC.

383 MADISON AVENUE

NEW YORK 17, N. Y.

December 5, 1956

Mr. Thomas G. Dignan, Chairman
Citizens' Working Committee
Boston, Massachusetts

Dear Mr. Dignan:

I take pleasure in transmitting herewith a report to the Citizens' Working Committee appointed by the Mayor to consider the Webb & Knapp proposal for a redevelopment in the South Station Area and environs. This report is intended as a supplement to my recent letter to you in which I outlined the position of Webb & Knapp and the Railroads on the proposed redevelopment. With this report we also submit the 1955 Annual Reports of the New York Central Railroad Company, the New York, New Haven and Hartford Railroad Company and Webb & Knapp, Inc.

Our firm offers this plan as a demonstration of its faith in Boston's future. We hold no pride of authorship and are open to any suggestion for modification and implementation. We feel strongly, however, that this plan is capable of achievement, and we would not contemplate the expenditure of time, talent and funds envisaged in this report unless we so believed.

Very sincerely yours,

A handwritten signature in dark ink, appearing to read "William Webb", with a long, sweeping horizontal line extending to the right.

FOREWORD

About six months ago, Mayor Hynes wrote a challenging letter to the president of Webb & Knapp asking that his firm reexamine the redevelopment potential in Boston. At about the same time, the Boston & Albany and the New York, New Haven & Hartford Railroads requested that Webb & Knapp investigate the possibility of putting downtown railroad lands to higher economic use.

In the course of following these two suggestions, Webb & Knapp discovered that through a set of coincidental circumstances, there was unfolding in Boston a unique opportunity for rejuvenating the downtown area.


From its analysis of the land structure in the central business district, Webb & Knapp arrived at the conclusion that some 140 acres in the environs of South Station were the most favorable on which to undertake the first stages of a major redevelopment in the city. The firm is equally convinced that the long-standing proposals to fill in the Fort Point Channel and the South Bay should be carried out without delay. This would make available about 750 acres of land in South Boston for a second stage of the development.

The need for redevelopment in the central areas of American cities is clear, and a favorable climate for such action has been created by the Housing Acts of the federal government. If the nation-wide program of redevelopment is to be fully and successfully utilized, and carried out in the American tradition of private enterprise in combination with public responsibility, it must be a partnership between public and private capital.

A magnificent opportunity exists in Boston at this time for such a partnership to undertake the large-scale revitalization of an extensive area. The Terminal Area, comprising some 900 acres, can be assembled with relative ease by mutual agreement between the Railroads and public authorities. It is readily reached by all major means of transportation, and it is adjacent to the existing core of the city.



 TERMINAL AREA DEVELOPMENT

0  1/2 mile

SITE DESCRIPTION

The seven areas to be redeveloped according to an overall master plan are shown on the opposite map and listed below.

<u>AREA</u>		<u>ACRES</u>
		(approx)
1	Boston Terminal Corp. (South Station)	31
2	Dewey Square Area	8
3	Boston & Albany Kneeland St. Yards	14
4	New York Streets Redevelopment	22
5	South Cove Redevelopment	63
6	Fort Point Channel and area to east	336
7	South Bay and area to east	412
TOTAL		886 acres



AIR VIEW OF TERMINAL AREA LOOKING NORTH

Webb & Knapp's analysis of the Boston Peninsula has led to the conclusion that the Terminal Area Site possesses the greatest development potential of any area in all of downtown Boston.

This conviction is based primarily on the advantages to be obtained from

LARGE-SCALE LAND ASSEMBLY

MAJOR TRANSPORT ACCESSIBILITY

PROXIMITY TO THE DOWNTOWN CORE

LARGE-SCALE LAND ASSEMBLY

The problem of redevelopment and revitalization of the city cannot be solved by renewal on a lot-by-lot or a block-by-block basis. The attack must spread "by the square mile" as called for in the 1942 Report of the National Resources Planning Board. In Boston, the Terminal Area presents such an opportunity in an area of one-and-a-half square miles close in to the existing center.

Ease of large-scale land assembly is the area's first great potential.



COLUMBUS

-  N.Y.N.H. & H. PROPERTY
-  B. & A. PROPERTY
-  TITLE I PROJECTS
-  STATE & FEDERAL
-  TERMINAL AREA BOUNDARY

LAND ASSEMBLY

Virtually 90% of the 900-acre Terminal Area can be assembled almost at one stroke by combining railroad land, Title I projects and publically controlled areas such as water, streets, and city-owned lots.

The opposing map indicates ownership by location and in relation to the whole area. The chart below gives a breakdown by type of ownership.

EXISTING LAND OWNERSHIP IN ACRES

AREA	1	2	3	4	5	6	7	Total	% of Total
Railroad Land	31		14			129	349	523	59
Title I (existing and proposed)				22	63			85	9
Controlled by State & Federal						67	21	88	10
Streets		4				40	19	63	7
Other (including Public Land)		4				100	23	123	15
Total	31	8	14	22	63	336	412	886	100%

MAJOR TRANSPORT ACCESSIBILITY

The Terminal Area is so located in relation to existing and proposed highway, rail, rapid transit and air transportation facilities as to place it in direct contact with the Metropolitan Region, the State and the Nation.

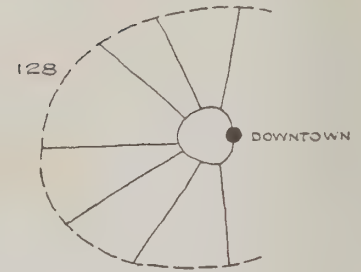
Accessibility is the area's second great potential.

- PROPOSED TURNPIKE EXTENSION
 - EXPRESSWAYS - Existing & under construction
 - FUTURE SOUTHEAST LINK
 - SUBSURFACE ROADWAYS
 - TERMINAL AREA DEVELOPMENT
- 0 2 miles



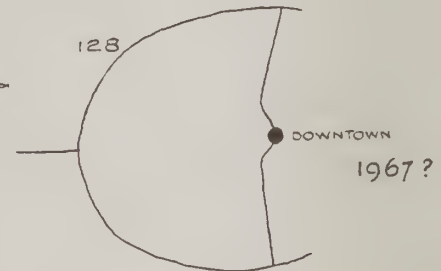
EXPRESSWAYS

A network of modern expressways in the Boston area is growing along the lines laid down by the Master Highway Plan of 1948 which proposed an inner ring with seven radials out to Route 128. By 1960 the express vehicular access to Boston from the north-east and southeast will be substantially completed and will represent some 30% of the 87-mile construction proposed in the Master Highway Plan.



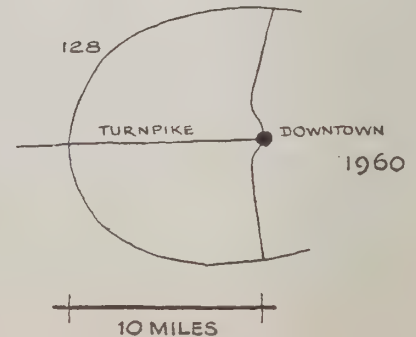
However, Boston will still lack an express connection to the west, where the heaviest concentration of population is located. When and how will this much-needed connection be obtained?

The State Department of Public Works has announced that the Commonwealth's share of federal interstate highway funds for the next three years (\$104,000,000) has been earmarked for improvements which do not include a Western Expressway. It is more than probable that this connection could not be built with the use of federal funds within the next ten years.



An express connection to the west can be a reality by 1960 if the Massachusetts Turnpike is extended into Boston from Route 128 as proposed by the Turnpike Authority.

The Turnpike extension is essential to the well-being of the central business district. It would provide the city center with a high-speed, direct connection to the western suburbs and the rest of the Commonwealth. It would connect downtown Boston along a continuous run of limited access highways with Chicago and New York City. It would give the Turnpike its logical termination at the Central Artery, and it would relieve the peak-hour congestion on the east-west streets and on the Storrow Drive.



The Turnpike extension into Boston with an interchange at the Central Artery is essential to the Terminal Area Development for the same reasons that apply to the central business district. No market place can succeed unless the purchasing power which maintains its economic health can reach it by the best means at its disposal or its choice.

- EXISTING RAPID TRANSIT SYSTEM
- PROPOSED TRANSIT EXTENSIONS
- TERMINAL AREA DEVELOPMENT

0 2 miles



RAPID TRANSIT

The Terminal Area is presently served by the Harvard-Ashmont Line with three subway stops in or on the periphery of the Area itself: Andrew, Broadway and South Station.

Future plans of the Metropolitan Transit Authority would greatly enhance the commuter service to this area. They include proposed extensions on the Readville Line, the Forest Hills-Dedham Line, and the Riverside-Needham Line. The latter would be constructed in the Boston & Albany Highland Branch right-of-way. This particular extension to the western suburban zone would be highly practicable. It would provide service to communities which have tripled in population over the last 35 years, but have no convenient fast transit service.

At present the plan for the Highland Branch Line calls for joining it to the intown rapid transit system by means of a million-dollar tunnel to be dug between Park Drive and Kenmore. Webb & Knapp believes that this line should rather be continued over the Railroad tracks and connected into the existing system at the Broadway or South Station Stop on the Harvard-Ashmont Line. This would make the Terminal Area even more accessible. It would also obviate the need for the tunnel construction, and would relieve the Boylston and Park Street stops of the extra burden of carrying an estimated annual passenger increase of 3,000,000.

*

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*

Some 2500 commuters now use the B & A Main Line daily between Riverside and South Station. If that service is discontinued by the construction of the Turnpike extension, Webb & Knapp believes that substitute service must be provided which will attract even more commuters than the few presently using the B & A line. Several possibilities are now being studied, including an express bus service over the Turnpike extension directly into South Station, and rapid transit trains on the tracks which will be retained.

Commuter service by trains from points west of Route 128 will continue as in the past between the South Station and the western communities. With one exception, all such service would probably be non-stop between Route 128 and the South Station Terminal.

NEW YORK NEW HAVEN & HARTFORD RR

BOSTON & ALBANY RAILROAD

SOUTH STATION TERMINAL

NORTH STATION TERMINAL

TERMINAL AREA DEVELOPMENT

0 2 miles



RAIL TRANSPORT

In addition to the advantages which the Terminal Area enjoys with respect to highways and rapid transit, it is also a focus for long-distance rail transportation from the west and south. That advantage would be further enhanced when a newly designed South Station is combined with a Union Bus Terminal.

- PROPOSED LOCATION FOR OCEANIC TERMINAL & HELIPORT
- PLANNED EXPANSION AT LOGAN INTERNATIONAL AIRPORT
- TERMINAL AREA DEVELOPMENT

0 2 miles



AIR & WATER TRANSPORT

The Logan International Airport is one of the few air terminals in the world which is close to the center of a great metropolis. Under normal traffic conditions the drive from air portal to central points within the downtown area takes only some fifteen minutes. Air passengers reach the central area in a half to a quarter of the time required in other cities of comparable size.

The Terminal Area shares in this advantage to an even greater degree than most downtown points, since it has direct access to the Central Artery at several points along its western boundary.

Construction of the proposed tunnel parallel to the Sumner Tunnel will further improve the position of the Terminal Area in relation to the airport by reducing the present off-peak running time to ten minutes.

The northern limits of the Terminal Area give access to the harbor at the point where the Port of Boston Commission has proposed an oceanic terminal. Webb & Knapp favors such a development and proposes to integrate it with a heliport as part of the Master Site Plan of the entire area.

In conjunction with the oceanic terminal, the waterfront rehabilitation proposed by the Boston City Planning Department in its preliminary report of May, 1956, has interesting possibilities. The transport and entertainment advantages to be derived from a concerted waterfront development would give Boston a tourist attraction to rival the famous Fisherman's Wharf in San Francisco.



1. 主要交通干线
2. 次要交通干线
3. 一般交通干线
4. 重要交通干线
5. 一般交通干线
6. 一般交通干线



TRANSPORTATION

Accessibility to all parts of the 900-acre Terminal Area is immediately apparent from the composite picture on the opposing page showing the transportation system including expressways, rapid transit and railroads in relation to the area.

Two major expressway interchanges will occur within the site itself: One at the junction of the Central Artery with the projected Turnpike extension; another at the junction of the Southeast and Southwest Expressways, the Inner Belt Route and the Central Artery. Extensive off-street parking facilities would be provided near these points. An initial supply of four thousand spaces is planned adjacent to the Turnpike-Artery interchange.

In addition to the Turnpike extension from the West, Webb & Knapp considers that the proposed Inner Belt is also essential to give Boston a proper network of highways. The Central Artery was planned as part of this Inner Belt; but as it exists today, it is not a limited access road, since there are some 28 ramps in a 2 1/2 mile extent. The Inner Belt, in order to perform its function in taking through traffic from the downtown streets, might be redesigned as shown on the opposing map.

PROXIMITY TO THE DOWNTOWN CORE

The northwestern apex of the Terminal Area adjoins the present central business district which places it within easy walking distance of the retail and financial-office centers. By car or bus it will be possible to go from the extremes of the Terminal Area to the existing downtown centers in eight minutes.

Proximity to established centers of business activity is the area's third great potential.

STAGE 1

Development of the Terminal Area logically begins with those parts which are closest to the present retail, financial and business centers. Areas 1 through 5, comprising some 140 acres, would form the first stage of the redevelopment.

Area 2, which centers around Dewey Square, is the key to the all-important relation between the Terminal Area and downtown Boston as it exists today. Pedestrians approaching down Summer or Federal Street toward Dewey Square could walk up gently-graded ramps near the High Street curve, leading to a monumental plaza upon which office, retail and commercial buildings would rise. The plaza would offer vistas over the town and the harbor, and would enable pedestrians to rise above the complex of vehicular traffic with 15 traffic signals which will result from the Central Artery's connections at Dewey Square.

The pedestrian platform would cover the entire area of the present South Station and adjoining yards, and would be continuous with the pedestrian platform planned for the eastern part of the South Cove Area. It would extend also southward over a part of the Turnpike extension, which would be below grade on the level of the present B & A tracks. Thus a continuous esplanade would be created, by which it would be possible to walk from High Street over the entire South Station, eastern South Cove and into the New York Streets Area without encountering any obstacles from vehicular traffic.

Beneath this, rail service will continue, although the present South Station building would be removed and a new terminal below the plaza would be combined with a Union Bus Terminal serviced by the Turnpike and expressway system. These rail and road facilities would be connected with the oceanic terminal recommended by the Port of Boston Commission for the northeastern end of the redevelopment area, and the heliport suggested by the City Planning Board. These facilities would however be a part of the second stage of the development.



STAGE 2

Areas 6 and 7 would be subject to development as soon as the Fort Point Channel and South Bay were filled in, as recommended by civic groups for many years.

The land which would be made available by the filling of these water areas would be developed as open space with a series of parks and lagoons connected to the south end of the waterfront-park improvement recommended for the North Pier area by the City Planning Board.

The northern end of area 6 would be developed as an oceanic terminal, heliport and marine park. The remainder of the area would be devoted to high-rise apartments overlooking the harbor. From here people could walk to work across the green belt and the plaza, or even more conveniently to the research laboratories and similar light industries planned for the area just south of the apartment zone.

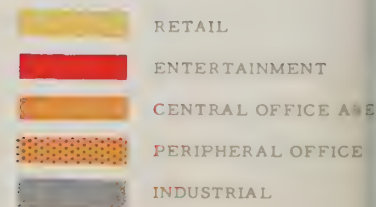
Some of the rail lines in area 7 would continue in use. These, along with the locus of the planned interchange between the Central Artery, the Southeast and the Southwest Expressways, would open up the southerly end of the site for development as a light industrial area, convenient to the residential areas of Roxbury-North Dorchester. This would be the logical place for a consolidated truck terminal and relocated warehousing and wholesale produce facilities. All these would have convenient access to long-distance rail and highway facilities which they require.



Stagnation with resultant blight is the condition of the Boston Peninsula. Construction of a few government buildings, several parking garages on precious central area land, and the plowing through of the Central Artery are limited results of renewal activity in the 1,150 acres of the Boston Peninsula during the last thirty years. In this period, expansion needs and renewal activity have turned away from the Peninsula and have moved into a secondary zone - the Back Bay - dissipating the economic compactness required by a proper regional center, and in contradiction to the rail and subway transportation pattern now centering in the old core.

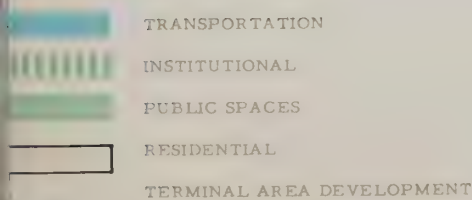
Webb & Knapp knows that no effective attack on commercial blight can be made in the downtown core except by such a large-scale redevelopment as it proposed in the 900-acre terminal area development which allows for expansion of the existing business center at that center, and relocation in more efficient space of warehousing and industrial functions now unsatisfactorily served.

PRESENT LAND USE



The Webb & Knapp concept is to provide space for expansion and relocation at the existing core of the city. It would free space in the existing pattern, produce a higher tax base from new building activity, allow for the creation of a new city arrangement and relieve traffic in general. On the map to the right, note the absence of warehousing and industrial land which now constrict the core area. These functions are planned for relocation in the southerly end of the 900-acre area where efficient and direct transport connections will be located. (See "Transportation" map.) The commercial center would expand toward Dewey Square along Summer and Federal Streets - a trend already in progress but still uncoordinated. Redeveloped and renewed housing would occupy all the area north of a belt of parks and governmental buildings extending from the Boston Common eastward to a redeveloped waterfront, which in turn would join to the south with a green belt of parks to replace the Fort Point Channel and South Bay.

FUTURE LAND USE



REDEVELOPMENT OF THE TERMINAL AREA WILL:

- 1) Revitalize the existing center
- 2) Induce new capital-producing business to locate in Boston by providing modern space in an attractive setting
- 3) Upgrade a generally depressed district by means of an intergrated site plan to be worked out in close ccooperation with city and State agencies responsible for the orderly development of the city
- 4) Raise land values in the surrounding property
- 5) Broaden the City's tax base, making possible lowering of the present high property tax
- 6) Alleviate traffic congestion in nearby downtown sectors by providing at the start 4000 parking spaces --- four times the annual increase recommended by the City Planning Board in its 1954 parking report

- 7) Provide modern space for the wholesale produce market, warehousing and industrial activities presently crowded into the central business district
- 8) Free space in the existing center for renewal as well as relieving it of trucking traffic generated by these uses mentioned in item 7
- 9) Provide a Central Transportation Hub through the consolidation of terminal facilities -- rail, motor car, bus, rapid transit, helicopter and ship -- withing a 10-minute drive of Logan Airport, and five minutes walking distance of the present retail and financial-office centers
- 10) Convert the Fort Point Channel and South Bay into a green belt of parks equal in area to the Boston Commons and the Public Gardens
- 11) Increase tourist trade in this historic city with new attractions along its harbor front

SPONSORING CORPORATION

Land Acquisition & Investment

Webb & Knapp will recommend to the respective Boards of Directors of the New York, New Haven & Hartford and the Boston & Albany Railroads that they undertake the formation of a Sponsoring Corporation with Webb & Knapp.

This Corporation will acquire, subject to any technical legal requirements and assurances of the accomplishment of the prerequisites listed in this report, the lands of the respective Railroads that would be utilized in the project.

The Corporation will have sufficient working capital to acquire the South Cove Project Area, the New York Streets Area and, at the City's cost, such additional lands as will be necessary for planning and designing the overall project up to the point of commencement of construction, as well as necessary funds for carrying charges during the interim periods.

The Corporation must enter into a contract wherein it will act as sponsor for the proposed South Cove Redevelopment. The sponsor of the New York Streets must agree to develop the site as part of an approved master plan for the entire area and in conformity with that plan.

Planning

The Corporation will commit itself to expend all funds required to develop a master redevelopment plan integrating the several types of properties---railroad, Title I and any smaller parcels. necessary to the overall project. In the planning and design phases, the Corporation would expect to work closely with all public agencies responsible for the orderly growth of the city and its harbor.

APPENDIX

Letter to Thomas G. Dignan, Chairman of the Citizens'
Working Committee, from William Zeckendorf,
President of Webb & Knapp, Inc.

November 30, 1956

Thomas G. Dignan, Esquire
President
The Boston Edison Company
182 Tremont Street
Boston, Massachusetts

My dear Mr. Dignan:

In accordance with your recent request in behalf of your Committee, we will summarize below our previous correspondence with Mayor Hynes for the purpose of clarifying Webb & Knapp's position on its proposed Master Plan for the integrated redevelopment of the South Station Area and environs.

Webb & Knapp proposes to recommend to the respective Boards of Directors of the Boston & Albany and the New York, New Haven & Hartford Railroads that they undertake the formation of a Sponsoring Corporation with Webb & Knapp. This Corporation proposes to acquire, subject to any technical legal requirements and assurances of the accomplishment of the prerequisites listed below, the lands of the respective Railroads to be utilized in the Project. In addition, the Sponsoring Corporation proposes to acquire the South Cove Title I Project Area from the City at a negotiated re-use appraisal price. It will also negotiate to acquire such properties in the Area known as "The Leather District" as it feels are necessary to the overall development, to the extent possible under the rehabilitation laws of the City. It also proposes to lease the Area known as "New York Streets" at a net rental of \$41,200, per year for sixty years, with an option to purchase at \$1.03 per square foot, the highest re-use appraisal placed on this property at the present. It is the intention to develop the New York Streets property with from fifteen to eighteen million dollars of improvements which would coordinate

with our future overall plans and would involve construction of one and two-story commercial buildings for low rise executive office space.

The Areas discussed above and shown on the attached map are listed as follows:

<u>AREA ONE</u>	The South Station Terminal, Facilities and Properties---about thirty-one acres
<u>AREA TWO</u>	The Central Artery Quadrant (Leather District)---about fifteen acres
<u>AREA THREE</u>	The Boston & Albany Railroad Yards---about fourteen acres
<u>AREA FOUR</u>	The New York Streets Title I Project---about twenty-four acres
<u>AREA FIVE</u>	The South Cove Title I Redevelopment Project---about sixty-three acres
<u>AREA SIX</u>	Primarily New York, New Haven & Hartford Land---about three-hundred acres
<u>AREA SEVEN</u>	Primarily New York, New Haven & Hartford Land---about four-hundred and twenty-five acres

Our present thoughts for the development of the seven areas are as follows:

On Area One, parts of Two and Area Three will be constructed office buildings, a hotel, a merchandise mart and local retail servicing establishments, all surrounding a plaza. These buildings will all be above street level on a platform, and will include an initial parking area under the platform capable of handling four thousand cars.

Railroad facilities, including a passenger terminal, will remain below. Construction should start in these areas approximately three years after the Limited Access Highway is approved along the B & A mainline right-of-way.

Area Four, the New York Streets development, has been discussed above. As you are aware, Webb & Knapp has agreed to lease with an option to purchase this Area with no strings or prerequisites attached. We would predict that construction will start within a year to eighteen months after closing of the contract.

Area Five, the South Cove development, will have the New England Medical Center in the easterly part. West of this, but still within the South Cove Area, we envisage construction of buildings to house service functions such as advertising, etc.

Area Six will be subject to later redevelopment upon completion of the filling of Fort Point Channel which will integrate it into the earlier development. The land available as a result of filling the Channel will be dedicated to either a transportation center, heliport and light industry of the research laboratory type or high rise middle income residential property, or a combination of the same.

Area Seven, the South Bay Area, will be developed for light industrial purposes, particularly those which generate traffic and demand access to rail and road facilities such as produce terminals and markets, warehousing, truck terminals, etc. This Area may also be utilized for the relocation of certain activities in the existing picture, such as The Leather District.

We have attempted to discuss our thoughts on re-uses for the above Areas which we now feel to be feasible but must obviously be subject to further study as the overall project moves along and market analyses are developed.

The following are the prerequisites to the Sponsoring Corporation's

undertaking of the plan:

- I. The re-use plans for the New York Streets Area must fit in to the overall plan and be compatible as an integrated part of the whole. It was with this conviction in mind that we agreed to lease the Area immediately but we feel that, if it is clearly stated that the proper authorities will guarantee the compatibility of this Area to the whole concept as described above, and if the future owners of the New York Streets Area, whoever they may be, will adopt the re-use pattern as developed within the Master Plan of Webb & Knapp for the entire area, with appropriate guarantees that they will build under this re-use pattern, this would be the extent of this prerequisite.
- II. Construction of a Limited Access Highway along a portion of the B & A right-of-way trackage to connect the heart of Downtown Boston with the west by bringing the Massachusetts Turnpike from Riverside at Route 128 to the Central Artery in the South Station Area with an interchange at that point.
- III. The City must enter into and execute with the Sponsoring Corporation a contract for sponsoring the South Cove Redevelopment Project.

Although not making the following a prerequisite, we would like to hope that we would receive the fullest cooperation from the City of Boston during the exploration of the possible use of the power of eminent domain, beyond the present powers, for taking of certain buildings primarily in the Leather District. We would hope that ways and means could be found either under the present laws or through additional legislation.

We would also sincerely hope that this special Working Committee

appointed by the Mayor, or a committee of like caliber, would continue in existence to provide top civic leadership throughout the program.

Alternative methods of commutation are presently being studied by pertinent government authorities to substitute adequate commutation, provided the Limited Access Highway comes down the Boston & Albany main right-of-way from Riverside at Route 128.

The question has been brought up as to the relationship between Webb & Knapp and the Railroads involved. Webb & Knapp represents the New York Central, which owns over 80% of the stock of the Boston & Albany, in a real estate counsel capacity. As such, Webb & Knapp has the Central's interest at heart, and this is the reason for the prerequisite of the Highway along the B & A right-of-way. In addition, we would like to point out that, while our connection with the Railroad resulted in our examination of the South Station Area, we have now become thoroughly convinced that this has all the makings of a fine real estate investment which can stand on its own merit. Furthermore, the New York, New Haven & Hartford Railroad has stated that they will turn over the acreage they now own in the proposed redevelopment area to the Sponsoring Corporation as their contribution to the Project, while the New York Central will recommend to the Boston & Albany that it reinvest in the Project any net compensation (after Capital Gains Taxes, if any) that they may receive for their properties in this Area or from the Turnpike Authority less the cost of providing any regional alternative services and facilities, subject to any requirements of the Boston & Albany mortgage if it has not been previously discharged of record.

From the standpoint of financing the Project, as is evident from the foregoing, the Sponsoring Corporation should have sufficient working capital to lease or acquire the South Cove Project Area, the New York Streets Area, such portions of the Leather District as are deemed necessary for the overall picture and sufficient funds to undertake the planning, designing and promotion for the overall Project up to the

point of construction. We have repeatedly stated that we would welcome participation in the Sponsoring Corporation of any qualified local investors. It is our belief that, from the construction point on, financing will be obtainable from lending institutions on the basis of leases we feel confident to be available. At this point, we should emphasize that up to 50% of the stock in the Sponsoring Corporation will be available to local investors who desire to participate in the Project. Furthermore, any qualified group will be invited to purchase land for the development within the Project, subject to their agreeing to work within the overall Master Plan.

The question of the Prudential Life Insurance Company's position in this picture has been raised. Although we have stated that we would be most pleased to have their new building located on the South Station site, we would not wish to do anything to endanger the chances of the Prudential locating in Boston. They presently have expressed preference in locating a building in the Back Bay Area. We have no plans that would in any way jeopardize the Prudential locating in that Area, if they so choose.

We have stated before that we feel that the combination of circumstances now coming to a head at this Central Downtown point presents a remarkable opportunity for Boston to generate one of the greatest redevelopment programs in the country. We would be honored and privileged to undertake the job.

Very sincerely yours,

A handwritten signature in dark ink, appearing to read "William Jackson", with a long, sweeping horizontal stroke at the end.

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The land investment, planning and carrying charges should be all the equity necessary for investment by the Sponsoring Corporation.

Participation

Stock will be available to local investors up to 50% of the sponsoring group's position. It will be a matter of policy, however, that development of land and air rights will not necessarily be done entirely by the Sponsoring Corporation. Any qualified group will be invited to purchase land for development, providing such purchasers agree to abide by the master plan for the area and that their proposed structures are consistent and harmonious with the general concept.

It is contemplated that from the construction point on, the necessary financing to build the structures will be obtainable from lending institutions including insurance companies, banks, trust companies and pension funds. It is Webb & Knapp's belief that the economic test of the soundness of this venture is the ability to generate pro forma, sufficient rental income to obtain first mortgage financing equal to the cost of the structures.

We stress that the Sponsoring Corporation will seek no tax advantages or subsidies other than those already contemplated under the National Redevelopment Program. This will be a private capital venture in the strict sense of the word.

To accomplish the above, there will be opened in Boston an office representing the Sponsoring Corporation immediately following agreement and approval of the principles and prerequisites concerned in this proposal.

PREREQUISITES

- I. The re-use plans for the New York Streets Area must fit in to the Master Plan and be compatible with the whole. It was with this conviction in mind that Webb & Knapp agreed to lease the Area immediately but we feel that, if it is clearly stated that the proper authorities will guarantee the compatibility of this Area to the whole concept as described above, and if the future owners of the New York Streets Area will adopt the re-use pattern as developed within the Master Plan of Webb & Knapp, with appropriate guarantees that they will build under this re-use pattern, this would be acceptable to the Sponsoring Corporation.
- II. A limited access highway must be constructed along a portion of the B & A Main Line right-of-way to connect the heart of downtown Boston with the west by bringing the Massachusetts Turnpike from Riverside at Route 128 to the Central Artery in the South Station Area with an interchange at that point.
- III. The City must enter into and execute with the Sponsoring Corporation a contract for sponsoring the South Cove Redevelopment Project.

COMMUNITY SUPPORT

Although not making the following a prerequisite, Webb & Knapp would like to hope that it would receive the fullest cooperation from the City of Boston in exploring the possible use of the power of eminent domain beyond the present limits, for the taking of necessary land and buildings primarily in the Leather District. We would hope that ways and means could be found either under the present laws or through additional legislation for the above.

We would also sincerely hope that this special Working Committee appointed by the Mayor, or a committee of like caliber, would continue in existence to provide top civic leadership throughout the program.

This report has been prepared for Webb & Knapp, Inc. by I. M. Pei & Associates

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